

22 OCT 1979

MEMORANDUM FOR: Special Assistant to the DDCI

FROM: Harry E. Fitzwater
Director of Personnel

SUBJECT: Sample of Advanced Work Plan for Director of
Personnel

Vince:

STATINTL In accordance with your request, Attachment I is the illustrative draft of two objectives that may be considered for my Advanced Work Plan. I have included an example of how one of my objectives would cascade down to Dr. [] Deputy Director of Personnel for Recruitment and Placement.

Attachment II contains other proposed objectives submitted to the Deputy Director for Administration for his consideration. I hasten to point out that these objectives have neither been discussed with nor approved by the Deputy Director for Administration.

Signed

Harry E. Fitzwater

Distribution:
Orig - Adse
3 - D/Pers
OD/Pers/HEFitzwater;kav
22 Oct 79

POSITION TYPE:

(X) SUPERVISORY
() NON-SUPERVISORY

ADVANCE WORK PLAN (AWP)
Approved For Release 2002/11/18 : CIA-RDP89-01114R000300090008-7

RATING PERIOD:

FROM 1 Oct 78

TO 30 Sept 79

NAME OF EMPLOYEE		POSITION TITLE	COMPONENT (Directorate/Office/Sub-Comp)	SIS LEVEL - 4	
Harry Fitzwater		Director of Personnel	DDA/Office of Personnel		
(a) PRIORITY	(b) MAJOR WORK OBJECTIVES OR RESPONSIBILITIES	(c) JOB ELEMENT (Required Results (Outputs))	(d) PERFORMANCE STANDARD (Criteria for Measuring Required Results (outputs))	(e) DATES * (Interim Progress Reviews)	(f) ANNUAL EVALUATION
1	<u>Management/Programs Continuing</u> Directs operation of Office of Personnel. Provides staff assistance/advice to DCI, DDCI and other senior officials on all facets of Agency personnel management.	Provides Agency with variety personnel services to include recruitment, placement personnel relations, policy development, position management, classification, employee contracting, retirement, insurances	(1) Performance fully meets work objectives (level 4) when in the judgment of the DD/A the overall functioning and responsiveness of the Office of Personnel is generally satisfactory. (2) Performance is good (level 5), excellent (6) or superior (7) when: it exceeds level 4 standards by progressively more significant results. (3) Performance is acceptable (level 3), marginal (2) or unsatisfactory (1) when: it falls short of occasionally, frequently or consistently failing to achieve level 4 standard.		

EVALUATING OFFICIAL (Signature and Date)

EMPLOYEE (Signature and Date)

STATEMENT OF UNDERSTANDING

This is to affirm that I am knowledgeable of the provisions of the SIS performance appraisal and compensation systems and the relationship of performance evaluation ratings to determinations of my eligibility to be considered for performance awards, rank stipends, retention in the SIS system or continued employment with the Agency.

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Use continuing sheet, if needed.

EMPLOYEE'S SIGNATURE

SENIOR INTELLIGENCE SERVICE

POSITION TYPE:

- (X) SUPERVISORY
() NON-SUPERVISORY

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RATING PERIOD

FROM 1 Oct

TO 30 Sept

NAME OF EMPLOYEE		POSITION TITLE	COMPONENT (Directorate/Office/Sub-Comp)	SIS LEVEL-4	
Harry E. Fitzwater		Director of Personnel	DDA/Office of Personnel		
(a) PRIORITY	(b) MAJOR WORK OBJECTIVES OR RESPONSIBILITIES	(c) JOB ELEMENT (Required Results (Outputs))	(d) PERFORMANCE STANDARD (Criteria for Measuring Required Results (outputs))	(e) DATES * (Interim Pro- gress Reviews)	(f) ANNUAL EVALUATION
2	Special Recruit and enter on duty appropriately qualified personnel to meet Agency staffing requirements, with emphasis on improving applicant processing and increasing the number of minority group employees entered on duty.	Meet established quotas for the Career Training Program, and meet component requirements for other categories of professional and clerical personnel. Increase the number of minority members among the above categories. Further reduce the period of time necessary to bring aboard new applicants.	Performance fully meets work objectives (level 4) when: a. ___% of CTP input quotas are met on schedule. b. ___% of professional and technical input requirements are met. c. ___% of clerical input quotas are met. d. Minority participation among new employees is increased by ___%. e. All personnel in the above categories meet established Agency qualification standards. f. Reduce the present ___-day average processing period to ___ days.		

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EMPLOYEES SIGNATURE

* Use continuing sheet, if needed.

SENIOR INTELLIGENCE SERVICE

Approved For Release 2002/11/18 : CIA-RDP89-01114R000300090008-7

RATING PERIOD:

FROM 1 Oct 88

TO 30 Sept 89

POSITION TYPE:

- (X) SUPERVISORY
() NON-SUPERVISORY

NAME OF EMPLOYEE Harry E. Fitzwater		POSITION TITLE Director of Personnel	COMPONENT (Directorate/Office/Sub-Comp) DDA/Office of Personnel	SIS LEVEL-4	
(a) PRIORITY	(b) MAJOR WORK OBJECTIVES OR RESPONSIBILITIES	(c) JOB ELEMENT (Required Results Outputs)	(d) PERFORMANCE STANDARD (Criteria for Measuring Required Results (outputs))	(e) DATES * (Interim Pro- gress Reviews)	(f) ANNUAL EVALUATION
2 (continued...)			Performance is good (level 5), excellent (6) or superior (7) when the professional input percentage and/or the minority participation percentage improves above the objectives set. Special consideration will be given to improvement in minority hiring in the CTP and professional categories. Performance is acceptable (level 3), marginal (2) or unsatisfactory (1) when it falls short occasionally, frequently or consistently in achieving the level 4 objectives.		

RATING OFFICIAL (Signature and Date)

EMPLOYEE (Signature and Date)

STATEMENT OF UNDERSTANDING

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EMPLOYEE'S SIGNATURE

Use continuing sheet, if needed.

SENIOR INTELLIGENCE SERVICE

ADVANCE WORK PLAN (AWP)

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RATING PERIOD:

FROM 1 Oct 78

TO 30 Sep 79

POSITION TYPE:

(x) SUPERVISORY
() NON-SUPERVISORY

STAT

NAME OF EMPLOYEE		POSITION TITLE	COMPONENT (Directorate/Office/Sub-Comp)	SIS LEVEL		
		Deputy Director of Personnel for Recruitment and Placement	DDA/Office of Personnel/REP	2		
(a) PRIORITY	(b) MAJOR WORK OBJECTIVES OR RESPONSIBILITIES	(c) JOB ELEMENT (Required Results Outputs)	(d) PERFORMANCE STANDARD (Criteria for Measuring Required Results (outputs))	(e) DATES * (Interim Pro- gress Reviews)	(f) ANNUAL EVALUATION	
1	Direct CIA overt recruitment activities.	Recruit and process sufficient numbers of qualified candidates to meet input requirements for CTP, other professional and clerical requirements. Increase the number of minority members in each of the above categories. Reduce processing time.	Performance fully meets work objectives (level 4) when: a. CTP applications are generated by recruiter efforts, of which applicants are put in process to meet current CTP entrance on duty quota of ____. b. professional applications are generated, of which are put in process to meet ____% of existing or projected vacancies. c. clerical applications are generated, of which are put in process to meet ____% of existing or projected vacancies. d. minority applications are generated, of which are put in process to meet ____% of the CPT entrance quota, ____% of professionals, and ____% of clericals. e. Average time between initial receipt of application to recruiter and receipt in OP is cut by ____ days. Average time between receipt in OP and initiating processing action is reduced by ____ days. (continued)			

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EMPLOYEE SIGNATURE

* Use continuing sheet, if needed.

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ADVANCE WORK PLAN

CAUTION: BLANK FORM REQUIRE
SECURE STORAGE IN FIELD

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2. NAME (Last, first, middle)

Fitzwater, Harry E.

3. EMPLOYEE'S JOB—STATE BRIEFLY WHERE THE POSITION FITS IN THE STAFFING PATTERN AND, IF APPROPRIATE, THE NUMBER AND TYPE OF EMPLOYEE SUPERVISED BY THIS EMPLOYEE.

Director of Personnel

4. WORK OBJECTIVES, GOALS AND PRIORITIES—LIST THE SPECIFIC OBJECTIVES AND GOALS, IN PRIORITY ORDER, FORMULATED BY THE SUPERVISOR AND THE EMPLOYEE.

Objective: Complete the design and implementation of the SIS System.

Comment: Although the SIS System may be considered to have been implemented, considerable work and effort is needed in additional design for its administration. This will include a detailed career development program, developing weighing factors for determining performance awards and stipends, and close monitoring of the System.

Objective: Improve career development program Agency-wide.

Comment: Consideration must be given to career development for personnel other than those in SIS and the feeder groups for SIS positions. Especially, we must put emphasis on the PDP design and ensure its use by the Career Services.

Objective: Develop modeling techniques to enhance planning and management of human resources.

Comment: Agency-wide modeling of human resources is necessary in order that management can perform better planning for the recruitment, assignment, promotion and Agency management.

Objective: Ensure the timeliness of recruitment and applicant processing to fulfill Agency requirements.

Comment: Although progress has been made in improving applicant processing, considerable work is necessary in order to improve recruitment and further reduce the period of time necessary to bring aboard new applicants.

(continued...)

PERIOD COVERED

(To be attached to the PAR for this period.)

SIGNATURE OF EMPLOYEE (Name typed)

Harry E. Fitzwater

SIGNATURE OF SUPERVISOR (Name typed)

TITLE

Director of Personnel

DATE

5 October 79

TITLE

DATE

BY ASW

(04)

SENIOR INTELLIGENCE SERVICE

POSITION TYPE:

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RATING PERIOD:

FROM _____

TO _____

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() NON-SUPERVISORY

NAME OF EMPLOYEE	POSITION TITLE	COMPONENT (Directorate/Office/Sub-Comp)	SIS LEVEL		
(a) PRIORITY	(b) MAJOR WORK OBJECTIVES OR RESPONSIBILITIES	(c) JOB ELEMENT (Required Results Outputs)	(d) PERFORMANCE STANDARD (Criteria for Measuring Required Results (outputs))	(e) DATES * (Interim Pro- gress Reviews)	(f) ANNUAL PER EVALUATION
			<p>Performance is good (level 5), excellent (6) or superior (7) when the numerical input goals are exceeded and/or when the EOD quotas for the categories are met.</p> <p>Performance is acceptable (level 3), marginal (2) or unsatisfactory (1) when the above input goals are met in one or more categories and/or where the quality of candidates falls below Agency standards.</p>		

MANAGING OFFICIAL (Signature and Date)

EMPLOYEE (Signature and Date)

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EMPLOYEE SIGNATURE

ADVANCE WORK PLAN - Fitzwater, Harry E.

B. Work Objectives, Goals and Priorities (Page 2)

Objective: Improve recruitment of minorities.

Comment: Recruitment, training, and assignment of minority recruiters, plus Summer Fellowship Program and College Placement Officers orientations, will be steps taken in meeting this objective.

Objective: Finalize and implement NAPA recommendations.

Comment: Although we are nearing the end of the studies on the NAPA Report recommendations, considerable work is necessary in ensuring that the approved recommendations by the NAPA Team are implemented.